

Post Earthquake USG Haiti Strategy: Description of Indicators					
Pillar	Agency/Office	Sector	Summary	Example Indicators	
				Indicator	Description
A	USAID	Infrastructure	Even before the earthquake, the Haitian economy was hamstrung by the deficiencies in its economic infrastructure. For many years, Haiti’s gross domestic product grew slowly at best, in part because of recurrent problems in transporting goods and services and delivering electricity, water and fuel to households and businesses. The earthquake exacerbated this deficit, with physical damage to infrastructure alone estimated at \$4.3 billion. In support of Haiti’s rebuilding, the USG will focus its efforts on infrastructure investments in the three priority development corridors of Port-au-Prince, Saint Marc and Cap Haitien.	Number of beneficiaries receiving improved infrastructure services due to USG assistance	This indicator reflects the number of people who benefit from improved infrastructure services due to USAID assistance. This means that people either use an infrastructure service (such as transport) or receive an infrastructure product (such as ICT, transport, or electricity). USAID/Haiti programs contributing to this indicator include housing& settlements, energy and rural roads.
A	USAID	Infrastructure	Haiti's energy sector suffers from two main problems: broken electricity sector and charcoal dependency. USG strategy will focus on modernizing the electricity sector by enhancing its commercial viability, improving sector governance, strengthening institutional capacities, and attracting private sector participation. USG efforts will also focus on improving and expanding the generation, transmission and distribution of electricity. Regarding Haiti’s charcoal dependency, USG strategy will focus on switching large consumers of charcoal to Liquefied Petroleum Gas (LPG).	Number of beneficiaries with improved energy services due to USG assistance	This is the number of people who benefit from improved energy services due to USAID assistance. Illustrative examples of improved energy service include a new electricity connection, improved cook stove, or access to gas, increased number of hours of electricity service, and reduced outages and voltage fluctuations.
B	USAID	Agriculture		Value of exports of targeted agricultural commodities as a result of USG assistance	This indicator will measure the value of regional and non-regional exports in USD attributable to USG assistance. Exports should be counted against the baseline of existing export levels from the previous year (existing exports before USG intervention for the first year, or additional exports for subsequent years). Exports can include those within and outside of neighboring regions, so as to avoid loss of counter-seasonal exports, which often leave the proximate region. The commodities to be counted are those that are targeted in the work plans and/or contracts of the implementing partners. It collects all trade within and outside of a region, but ONLY that which is USG-attributable.
				Number of additional hectares under improved technologies or management practices as a result of USG assistance	This indicator measures the area (in hectares) of land or water (for fisheries) first brought under new technology during the current reporting year. Any technology that was first adopted in a previous reporting year should be marked as "Continuing". Technologies to be counted here are agriculture-related technologies and innovations including those that address climate change adaptation and mitigation (e.g. carbon sequestration, clean energy, and energy efficiency as related to agriculture).
				Number of rural households benefiting directly from USG interventions	Beneficiaries include the households of people who receive the goods and services of an implementing partner or participate in training, in which “training” is defined as individuals to whom knowledge or skills have been imparted through interactions that are intentional, structured, and purposed for imparting knowledge or skills.
B	USAID	Environment	Agriculture is central to the Haitian economy, generating nearly 25 percent of GDP and employing more than 60 percent of the population. Although agriculture did not suffer the effects of the earthquake as severely or directly as other sectors, it is under increasing pressure to serve as a near-term engine for economic recovery and employment opportunities. The importance of jumpstarting agricultural productivity immediately has been echoed strongly by the GOH and throughout the donor community. Without a quick infusion of resources into Haiti’s agricultural sector and associated infrastructure, the economic development of the country risks bypassing the majority of Haitians who make their livelihoods in agriculture. At the same time, Haiti’s prosperity rests on building growing and diversified industries. In particular, an inclusive economy and a strong middle class, requires a more conducive environment for micro, small and medium-sized enterprises (MSMEs).	Number of hectares on hillside protected as a result of USG interventions	Hectares on hillsides include all sloped land that is above the productive plains up to the drainage divide. Number of hectares protected covers the surface area on hillsides of targeted corridors stabilized from: 1) mechanical (check dams, dry walls, gully plugs, etc..) and biological (bamboo, vetiver, elephant grass, filter trips, ect.) soil conservation structures; 2) reforestation activities; 3) sustainable agriculture practices such as agroforestry, contour farming, terracing, permaculture etc....
B	USAID	Market Strengthening		Value of new private sector investments in the agricultural sector and food chain leveraged by Feed the Future (FtF)	Investment is defined as any use of resources intended to increase future production output or income, to improve the sustainable use of agriculture-related natural resources (soil, water, etc.), to improve water or land management, etc. The food chain includes both upstream and downstream investments. Upstream investments include any type of agricultural capital used in the agricultural production process such as animals for traction, storage bins, and machinery. Downstream investments could include capital investments in equipment, etc. to do post-harvest transformation/processing of agricultural products as well as the transport of agricultural products to markets. Private sector includes any privately-led agricultural activity whether it is managed by an individual/household or a formal company. A CBO or NGO may be included if they engage in for-profit agricultural activity. Leveraged by FtF implementation indicates that the new investment was directly or indirectly encouraged or facilitated by activities funded
B	USAID	Economic Security		% increase in new private sector investment in targeted value chain	Investment is defined as any use of resources intended to increase future production output or income. Increases in this indicator indicate that operators within value chains are willing to make investments to improve productivity and sales, suggesting that the value chain is growing to absorb new volumes.
				% increase in sales (USD value) in targeted value chain	Indicator measures the progress in sales among the micro, small, and medium-size enterprises (MSMEs) in the target value chains in the context of improving overall sector competitiveness and market expansion.
				# of MSMEs receiving business development services from USG assisted sources.	This indicator measures directly access to business development services, which contributes to expanding markets and trade.

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C	USAID	Health	Unemployment, inadequate protection from exploitation and abuse, sickness, lack of adequate nutrition, and limited education often pose roadblocks to young Haitians and prevent them from reaching their full potential and becoming more active and productive members of society. Additionally, lack of access to basic preventive health services leads to more costly health and societal outcomes down the road when, for instance, a person contracts HIV and has to be kept on antiretroviral therapy for the rest of his life or a mother dies in childbirth, leaving orphaned children to be cared for. To assist the GOH in addressing certain of these roadblocks and improving the health of its population, the USG health strategy will address a wide range of health care needs in Haiti, with a particular focus on health system strengthening in USG development corridors The USG will also provide smaller scale assistance for other critical basic services, including education and child protection. This assistance will reinforce the work of major education donors, continue ongoing USG-funded public system strengthening programs, enhance education services in USG development corridors, and facilitate private offers of assistance to build schools, assist vulnerable children, and provide other basic services for children.	Percent of people of reproductive age using a modern family planning method in USAID geographic target areas	Numerator: Number of women aged 15-49 (married or in a sexual union) who are currently using a modern contraceptive method during the reporting period. Modern methods include pills, condoms, IUD, injectables, implants, and voluntary surgical contraception (VSC). Denominator: Total number of women aged 15-49 in project catchment areas
				Percent of births attended by a skilled doctor, nurse or midwife	Numerator: Births in a given year attended by a skilled birth attendant (SBA) such as a doctor, nurse or midwife (a doctor, midwife or nurse is a person who, having been regularly admitted to a professional educational program, is duly recognized in the country in which it is located, has successfully completed the prescribed course of studies and has acquired the requisite qualifications to be registered and/or legally licensed to practice); Denominator: Total number of women aged 15-49 in project catchment areas
		Education		Number of learners receiving reading interventions at the primary level	This indicator is designed to measure the number of primary-level students and learners exposed to interventions designed to improve reading skills at the primary level. Interventions may include a wide range of activities and approaches, including: remedial instruction, tracking and teaching students by ability groups, providing increased time on task, and other interventions. A reading intervention may include a component of pedagogy, materials, teacher coaching, mentoring or training, and improved accountability or reporting, perhaps to parent or community groups. Students and learners in both the formal and non-formal education systems should be counted here.
				Number of teachers/educators/teaching assistants who successfully completed in-service training or received intensive coaching or mentoring with USG support	Number of teachers/educators/teaching assistants who have successfully completed an in-service training program to teach or assist in schools or equivalent non-school based settings, with USG support (e.g. scholarships or a training program funded in whole or in part by USG). Successful completion requires that trainees meet the completion requirements of the structured training program as defined by the program offered. To be counted here, training must be at least two consecutive class days or more in duration, or 16 contact hours or more scheduled intermittently. People trained as teaching assistants or coaches should be counted here. People trained under Fulbright or in sectors other than education who will be/are teaching in the formal or non-formal systems should be counted here.
C	CDC/USAID	Health	HIV Clinical Services	Estimated percentage of HIV-positive eligible adults receiving ART (CD4<350)	Access to antiretroviral treatment (ART) for eligible HIV-positive individuals has increased from below 50% in 2010 to 81% in 2014 (at a CD4 threshold of <350)
				Estimated percent of HIV-positive pregnant women receiving ART to prevent transmission of the virus to their babies	The percent of HIV-positive pregnant women receiving ART to prevent transmission of the virus to their babies has risen from 40% in 2010 to 87% in 2014
C	CDC	Health	Cholera	Number of new cholera cases between January, June	Cholera incidence is down 97% in 2014 from 2011
				Case fatality rate from cholera	Cholera case fatality rate under 1% in 2014
D	USAID	Justice and Governance	Underlying every economic and social development success story is a responsive, just, and effective state capable of ensuring the legal rights and personal safety of its people and investors. The earthquake severely degraded the institutional capacity of a government that was just getting on its feet after years of instability. Haiti will only achieve long-term stability and economic growth through inclusive, transparent and accountable governance, credible political processes, and national and local governance institutions that deliver basic services, including security and the rule of law. Moving beyond a perpetual state of fragility requires a responsive and capable national and local government. The GOH must be committed to political, economic and institutional reforms that address security and social inclusion. In turn, donors need to sustain their commitment to helping set the foundation for effective democratic governance.	% of households stating that government’s ability to meet citizen needs has improved	Needs of the household members to be satisfied by the GOH are related to the protection of human rights, delivering security, organizing disaster preparedness campaign, and efforts made to reform the judicial sector and to realize fair and free elections among the most critical. The question does not have a time mark, but households’ heads are asked to confirm or reject the assertion that generally the GOH is making progress meeting the citizen’s needs.
				% of households stating that corruption among public officials is common or very common	Corruption is the illegal use of entrusted resources for personal benefits. This practice can be pinpointed by household members who perceive it in the discomfort of not normally benefiting from government services while resources were intended to be used for that purpose.
				% of households that believe projects carried out by the municipality benefit people like themselves and their family	Information gathered under this indicator allows respondents answer to a yes-or-no question concerning the different services, programs, or projects made available for them and their family by the local government of their municipality.
				% of citizens who, after they were victimized, reported the crime to judicial authorities	Information gathered under this indicator allows the respondents who were victims of crime to answer to a yes-or-no question whether or not they have reported their case to the competent judicial authorities.
D	Treasury OTA	Governance	OTA is assisting Haiti in carrying out its public financial management reform agenda to generate more of its own revenues, strengthen budget formulation and execution, and foster the conditions for sustainable economic growth.	Capital Budgeting: Within the Directorate of Public Investment, adoption of standardized procedures, more informative and transparent budget documents, and systems to monitor investment projects	Strengthened budgeting processes result in the implementation of projects that achieve maximum social and economic benefits and strongly align with development priorities
				Treasury operations: Accomplish key building blocks toward establishment of Treasury Single Account (TSA) such as establishing procedures to open/close accounts under the control of the Treasury, reducing number of bank accounts, and establishing cash management reporting.	A unified structure of government banking operations improves cash management and control while minimizing the cost of government borrowing and the opportunity cost of idle cash resources. Establishing the TSA concept will improve the quality and timeliness of fiscal information as well as provide a foundation for improved transparency of government financial operations.
				Debt Management: Establishment of a Debt Directorate with developed and documented structure, procedures, staffing, and debt management strategy	Building institutional and staff capacity on debt management will improve the Ministry’s ability to manage its cash and debt issuance needs.
				Revenue Administration: increase in collections of audit assessments in the Large Taxpayers Office (LTO) and implementation of audit Quality Review standards and procedures in LTO	Strengthening the capacity of the Large Taxpayer Office will help Haiti to achieve more efficient, responsible collection of revenues.

Attachment C

Pillar	Agency/Office	Sector	Summary	Example Indicators	
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D	US Coast Guard and DoD (SOUTHCOM)	Maritime Security (Haitian Coast Guard)	The unstable and fragile political regimes of Haiti compound the problems of managing its maritime domains. Maritime criminal and illegal operations are confined not only to the coasts of Haiti, but also to the island states in Caribbean. The inability of Haiti to combat the threats regularly posed by drug and human smugglers has resulted in the constant US Coast Guard presence in the Haitian waters. The US Dept. of Defense (SOUTHCOM) and the US Coast Guard have been working with the Haitian Coast Guard to strength and secure its maritime borders and combat maritime criminal and illegal operations.	Number of Haitian Coast Guard officers trained	The USG (SOUTHCOM) provided a wide array of training for Haitian Coast Guard officers. Mostly, these training are geared toward learning English and technical training such as diesel engine maintenance, electronic equipment, and boat driving.
				Number of counter-narcotic or Haitian migrant repatriation operations	Haitian Coast Guard executes counter-narcotic operations and migrant repatriation operations with the US DEA and US Coast Guard.
				Number of other national missions completed	Haitian Coast Guard executes other national missions such as enforcing safety and security zone for critical infrastructure, transportation of VIPs and distinguished visitors, and regular patrol of the port.
				Communication coverage (Radio communication)	Haitian Coast Guard recently completed the installation of HF radios. It allows the Haitian Coast Guard to communicate with all assets in Haitian waters including the US Coast Guard assets.
D	US Coast Guard and DoD (SOUTHCOM)	Disaster Preparedness and Response (Haitian Directorate of Civil Protections)	After the devastating earthquake in 2010, the US Dept. of Defense (SOUTHCOM) spent \$45 million (USD) on various humanitarian assistances projects including Emergency Operations Centers (EOC) to manage with natural disasters. In combination with specialized training by the Louisiana State National Guard, the GoH has built the capacity to deal with a small to medium scale disaster.	Number of Directorate of Civil Protection (DCP) officials trained	The USG (SOUTHCOM/LANG) provided a wide array of training for Directorate of Civil Protection (DCP) officials. Mostly, these training are geared toward how to run an emergency operation center and FEMA's National Incident Management System.
				Development of Haiti National Disaster Response Plan	Based on support from the USG (SOUTHCOM/LANG), the DCP developed the National Disaster Response Plan.
D	INL	Strengthen judicial independence and operational capacity of the courts	The Superior Council of the Judiciary (CSPJ), launched in July 2012 by President Martelly to oversee the performance of the judiciary, represents a major step toward judicial independence. INL's support in the post-earthquake period concentrated on the CSPJ's Judicial Inspection Unit, which will provide oversight and monitoring over Haiti's clerks and judges; USAID has provided technical assistance and equipment to the CSPJ. Political infighting within the nascent CSPJ and reluctance by the Justice Ministry to fully relinquish control over appointment and removal of judges have prevented the council from becoming fully functional. Ultimately, an independent CSPJ will encourage accountability and effectiveness of Haiti's judges, and elevate the judiciary to a branch of government coequal with the executive and the legislative, and help reform an institution plagued by inefficiency, corruption, and dysfunction. INL awarded a contract in September 2014 to complete the construction of a partially-existing security wall around the Magistrate's school, Haiti's training facility for judges.	Number of court inspectors, deans and clerks trained	INL grant to the American Bar Association works with the Judicial Inspection Unit (JIU) of the Superior Council of the Judiciary (CSPJ). Specific training through the life of the grant targets JIU processes and methodology. The period of performance for the JIU – related project grant was amended to continue through 3/31/17 and now includes support for the development of a strategic plan, procedures and methodologies for inspection, assistance in enforcing judicial fee scale, and establishing a pilot office. Seven experienced judges were appointed JIU inspectors in spring 2015. In summer 2015, the first JIU inspection of a first instance court took place in Hinche.
				Infrastructure constructed	The security wall around the Magistrates' School was completed in 2016.
D	INL	Enhance the efficiency of the criminal justice system	Through training and engagement with Haitian officials, INL has encouraged expeditious review of the criminal and criminal procedure code drafts, currently under presidential committee review. In the absence of Parliamentary-approved revised criminal codes, INL contributed to criminal justice system efficiency by training justice sector officials since the earthquake on proper investigative techniques, reporting, case preparation, and evidence collection.	Number of justice sector actors trained	INL has trained approximately 3,470 justice sector officers and the grantee's work and training will continue through March 2017.
D	INL	Renovate the Corrections Sector	INL's construction of prisons will continue through 2017, adding a capacity of 800 beds. This construction will contribute to alleviating prison overcrowding, but is not sufficient to addressing the systemic problems in the justice sector that lead to it. INL funds two subject matter expert advisors with the head of the DAP, and trains DAP personnel through a cooperative agreement with the Maryland Department of Public Safety and Correctional Services (MDPSCS).	Infrastructure constructed	Fort Liberte Prison – Completed Aug 2016 Cabaret Prison – Completed Sept 2016 Hinche Prison – Esti. Completion Nov. 2016 Petit Goave Prison – Est. Completion Jan 2017
				Number of corrections officers trained	Through a cooperative agreement, the MDPSCS trained a total of 105 DAP officers.
				DAP Standard Operating Procedures adopted	INL is working with MINUSTAH, the Donor Core Group, and the Minister of Justice to identify gaps in DAP Standard Operating Procedures and draft new ones. INL's contracted subject matter experts embedded in the DAP, as well as an overall HNP capacity building contract, are contributing to this effort.
D	INL	Develop a sustainable HNP	INL supports the recruitment and screening of applicants and provides food supplements, uniforms, and hygiene supplies to cadets at the HNP School. The biggest challenge to HNP development is an insufficient budget, which primarily supports salary costs, and difficulty obtaining timely disbursements. An important goal of INL's capacity building projects is to help the HNP develop its capacity to plan and execute its budget. See also below.	The number of new HNP cadets that graduate from the School per year	Promotion 22 (May 2011) graduated 877 cadets. Promotion 23 (December 2012) graduated 239 cadets. Promotions 24 and 25 were the first classes of more than 1,000 cadets. with 1,058 from Promotion 24 (December 2013), and 1,118 from Promotion 25 (January 2015). For Promotion 26, the HNP screened more than 7,000 recruits who passed the written exam and 1,474 cadets (185 women) graduated (May 2016). The 27th promotion has 960 cadets (90 females) with an expected graduation date of February 2017. The total number of cadets supported in training since the earthquake is 5,765 (566 females).
				HNP Standard Operating Procedures developed	Working with MINUSTAH and INL-funded subject matter experts, the HNP stood up a Strategic Planning Unit (SPU) in 2014. This unit will ultimately draft the follow-on five-year plan for the force, providing budget, human resources, and administrative guidance to the HNP.
D	INL	Develop a sustainable HNP	INL is completing an additional \$1.5 million in construction and refurbishment of critical infrastructure at the HNP School to help the institute support large promotions, consistent with the Haitian Government's 2012-2016 Police Development Plan. INL completed the construction of six police stations since the earthquake. INL's technical assistance to the HNP includes: the provision of up to 29 UNPOL police advisors and 5 UNPOL corrections advisors; embedded mentors for key HNP leaders and offices to improve administrative, logistics, and management functions; and embedded advisors from the New York Police Department who have introduced and implemented a community policing program within the HNP. See also above.	Vehicles/buildings maintained	HNP capacity building work for fleet and equipment management continues, including three embedded subject-matter experts with the HNP central garage, and increasingly focused on expanding fleet service outside the capital. Budget constraints and the challenges of procuring appropriate parts for repair and maintenance continue.
				Infrastructure constructed	HNP School Classrooms, Pavillion & Auditorium – 2015 Le Clerc Commissariat – December 2013 National Palace Barracks – July 2014 HNP PavillionLa Pointe Commissariat – February 2014. Caracol Commissariat –February 2015. Police Academy Wall – February 2014. Martissant Commissariat – February 2015. Vive Michel Commissariat –February 2015. St Marc Commissariat – March 2015. HNP School Classroom – 2015. PAP & CAP HNP/BLTS K9 Facilities – May 2015. HNP School Latrines – August 2015. HNP School Kitchen – February 2016. HNP Special Planning Unit – March 2016. HNP/BLTS Modular Units – Est. March 2017. Terrier Rouge Commissariat – Est. July 2017.
				Number of UNPOL advisors provided with targeted skills	INL has deployed UNPOLs continuously since the earthquake. The current U.S. contingent of UNPOLs is authorized 29 Police Advisors and 5 Corrections Advisors. The contingent will shrink to 6 Police Advisors and 4 Corrections Advisors as of October 1, 2017.
				Crime reporting by UNODC and HNP and periodic reporting by the UN Secretary-General/MINUSTAH	There is a dearth of statistical data available for Haiti, but INL is beginning to utilize crime reporting by UNODC and the HNP and periodic analysis by MINUSTAH through the UN Secretary General's reporting to track notional trends in crime and HNP performance. From this limited pool of information, it appears the overall crime rate dropped for a period in 2014, particularly in kidnappings, but rose again across violent crimes in 2015. MINUSTAH reported in 2015 and 2016 continued improvement in the HNP’s ability to control demonstrations and address gang activity, with no significant increases in levels of violence or insecurity in geographic departments from which the UN military component withdrew.
D	INL (with implementer DEA for some initiatives)	Assist the HNP to develop an effective counternarcotics strategy	The HNP's counternarcotics unit (BLTS) has become one of the force's most effective actors since the earthquake. INL has provided training, vehicles, and equipment to the BLTS. INL procured the dogs for the BLTS K-9 unit and funded the construction of kennel facilities. INL and inter-agency party DEA provide follow-on training and in-country operational support. INL, through partnership with the Miami-Dade Police Department, trained 75 BLTS officers in a variety of advanced police skills. INL is continuing to support the	Number of HNP counternarcotics unit (BLTS) outposts operational	INL installed modular infrastructure for the HNP counternarcotics unit at the Port-au-Prince and Cap Haitien airports, Les Cayes CG base. Malpasse and Ouanaminthe border with the Dominican Republic, expanding the BLTS unit's coverage across the country.
				Number of canines provided	The K-9 Unit work continued with 19 dogs with drug, explosive, and currency detection capabilities.
				Use of K-9 team in operations	As of October 2014, the BLTS reported using the K-9 unit daily at Port-au-Prince airport to screen arrivals, and routinely in boat and house searches conducted by the BLTS.

Attachment C

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			deployment of BLTS throughout the country by installing INL-procured modular units at the primary ports of entry and key checkpoints.	Number of BLTS Officers	The number of BLTS officers grew from approximately 40 to 229 officers. Fifty nine new agents were recently transferred and are in counter narcotics training.
D	INL (with implemener Treasury for UCREF initiative)	Enhance transparency in GOH institutions	INL's embedded mentor in the Office of the Inspector General, working with MINUSTAH (also collocated in the office) assisted the Office of the Inspector General to make progress in combating corruption and police abuse. The Inspector General's office meets frequently with various human rights groups in Haiti and initiated weekly press conferences to inform the public of the role of the IG office, resulting in increased visibility and transparency. Working with the government of Haiti, INL and Treasury worked to improve the efficiency and effectiveness of the financial intelligence unit (UCREF) to operate in compliance with international anti-money laundering standards, institutionalize a financial crimes task force, develop the central bank, and establish controls to protect the financial sector.	Number of programs implemented to address police corruption and abuse	INL provided an embedded mentor to the Office of the Inspector General (IG). The IG office continued outreach to the public in 2016 through press conferences, and continued investigations and vetting of police officers. The total number of police removed from the payroll by the IG's office in 2014-2016 now tops 801, for issues ranging from abandonment of post to criminal activity.
				Amount of Equipment and Training provided to Financial Intelligence Unit (UCREF)	INL provided hardware, anti-money laundering software, and constructed a secure server room for Haiti's financial intelligence unit. INL is in the process of soliciting and installing new anti-money laundering software from UNODC.

- A - Infrastructure and Energy
B - Food and Economic Security
C - Health and Other Basic Services
D - Governance and Rule of Law